

A

Acknowledge

Where We Are



This first stage of the discussion surfaces concerns and builds moments of understanding between participants within your work environment.

Begin your conversation with one of the “Take the Temperature” questions. Then use the “Probe for Understanding” questions to help continue the conversation and bring more voices into the discussion.

Checking in might be enough right now.

Your entire discussion may center on just the conversations that begin from these simple questions. By listening deeply you are showing you care and building trust in your team.

The energy from the group might tell you to move deeper, though. Based on what arises for participants and your ability to facilitate deeper conversations, move to one of the Collaborate sheets to dig deeper into current issues and desired visions for the future.

1.0 Take the Temperature

Choose from the following to begin your conversation:

What is one word that describes how you're feeling in this moment?

What helps you cope in stressful times?

What's something stable and secure in your life right now?

What is something you're grateful for right now?

Probe for Understanding

Use any of these questions as follow-up:

How are you being impacted by recent events (at work, at home)?

What've you been doing to support yourself or your community?

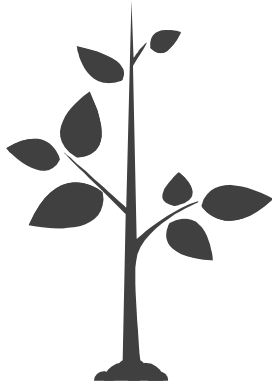
What have you learned about your own resilience during this time?

What do you see is important about your work given recent events?



Collaborate

On Where We Want to Go



Move into conversations about openness in communication if staff seem concerned about how to speak with each other and/or the public about current events.

While you can't resolve all their concerns, there are actions you can identify together that address risks.

There may be others at your site equipped to help you host these conversations (including your site Safety Manager or Collateral Duty Safety Coordinator, your Employee Safety Committee, Operational Leadership Facilitators, or those with general facilitation skills).

If you do proceed with these questions, resist the urge to share, respond to, or comment directly on issues or solutions raised. Allow staff to provide them. Check your desire to give more (or less) space/credibility to certain issues/solutions over others.

2.4 The Barriers to Being Honest

Use these two prompts to spark the conversation. You may want to find a way to allow for participants to interact anonymously – via techniques like gathering all responses on cards or digital white board, then displaying them somewhere prominent and asking the group to unwrap and process what they see.

Ask each question separately, in sequence:

What keeps you from being honest with your coworkers?

What keeps you from being honest with the people who visit our park?

Choose from the following to continue your conversation:

When have you discussed something that made you feel uncomfortable?

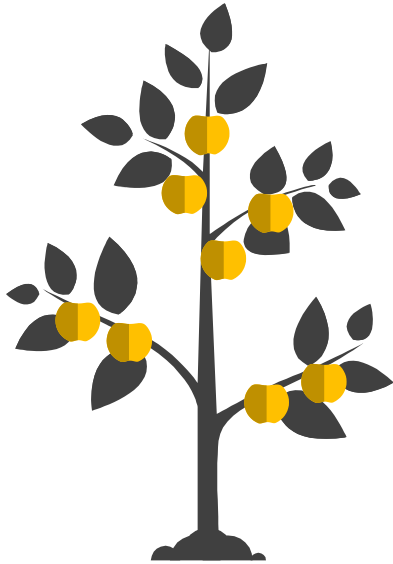
What helped you cope with that moment?

What has someone else done that made talking about hard truths easier?

T

Take

One Small Step Forward



Focus on actions that can be taken. Take notes and indicate you will follow up with a plan to address comments and concerns. Consider the need to consult with others (park safety manager) for advice or expertise. Share themes with your safety manager, park safety committee to address issues as appropriate.

2.4 The Barriers to Being Honest

Complete the following activities to commit to action as a group:

Ask the participants to answer the following question. They may need silent reflection time before entering a conversation.

What's a practice you will adopt to help those around you speak more openly and honestly?

After participants have had a chance to share in a large group, introduce the next activity to capture the ideas.

Ask participants to answer the following questions anonymously, then display the responses in three columns.

Things I Control

What's a small action you can personally take to make our work community a more open place?

Things We Control

What are small actions we can take together to make our work community a more open place?

Things Leaders Control

What is a small action the leaders above you can take to make our work community a more open place?

Lead an unwrap conversation to gather trends in each category and distil into 2-3 actions for each category. Display these shared commitments where the majority of staff can see them and work toward them together each day.

Act Now: The Barriers to Being Honest

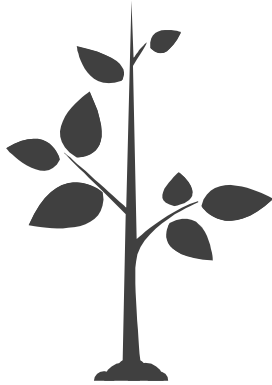
The following tips and resources can spark ideas on how to take action immediately:

- **Practice the skills of active listening.** To start sharing deeply, [we need to commit to listening to understand others](#) and engage with them on meaningful levels.
- [Investigate what has helped polarize our society](#) to help you brainstorm ways to overcome that polarization.
- **Feeling deeply about moments of crisis is normal.** And [that grief is important to understand, share, process, and channel](#) into meaningful conversations.



Collaborate

On Where We Want to Go



Move into conversations about the nature of our work as federal employees if staff seem concerned about how recent events impact our work.

While you can't resolve all their concerns, there are actions you can identify together that address risks.

There may be others at your site equipped to help you host these conversations (including your site Safety Manager or Collateral Duty Safety Coordinator, your Employee Safety Committee, Operational Leadership Facilitators, or those with general facilitation skills).

If you do proceed with these questions, resist the urge to share, respond to, or comment directly on issues or solutions raised. Allow staff to provide them. Check your desire to give more (or less) space/credibility to certain issues/solutions over others.

2.5 Our Oath and Our Work

Complete the following activity to continue your conversation as a group:

Prominently post or show the elements of the Preamble to the U.S. Constitution, then read them aloud –

The Constitution states:

- form a more perfect Union
- establish Justice
- insure domestic Tranquility
- provide for the common defence
- promote the general Welfare
- secure the Blessings of Liberty

Choose from the following questions to continue your conversation:

Which of these goals makes you most excited to come to work? Why?

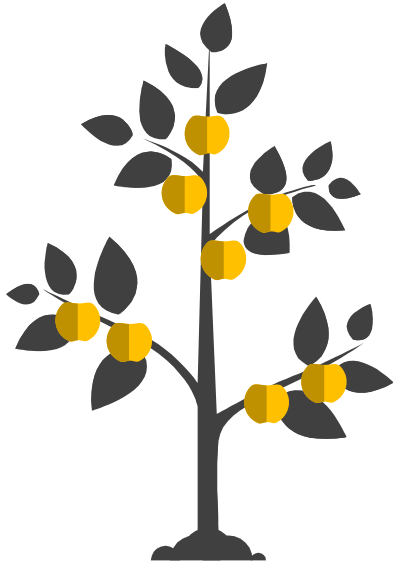
Which of these feels tougher now than it has in the past? Why?

What does public service mean to you?

T

Take

One Small Step Forward



Focus on actions that can be taken. Take notes and indicate you will follow up with a plan to address comments and concerns. Consider the need to consult with others (park safety manager) for advice or expertise. Share themes with your safety manager, park safety committee to address issues as appropriate.

2.5 Our Oath and Our Work

Complete the following activities to commit to action as a group:

Ask the participants to answer the following question. They may need silent reflection time before entering a conversation.

What is one thing that you would change about how we work together?

After participants have had a chance to share in a large group, introduce the next activity to capture the ideas.

Ask participants to answer the following questions anonymously, then display the responses in three columns.

Things I Control

What's a small action you can personally take to make our work community a better place?

Things We Control

What are small actions we can take together to make our work community a better place?

Things Leaders Control

What is a small action the leaders above you can take to make our work community a better place?

Lead an unwrap conversation to gather trends in each category and distil into 2-3 actions for each category. Display these shared commitments where the majority of staff can see them and work toward them together each day.

Act Now: Our Oath and Our Work

The following tips and resources can spark ideas on how to take action immediately:

- **Dig deeper into the oath of office.** [The history of the oath](#) we all take may inspire boldness in staff.
- **Acknowledge doing less in a crisis is OK.** During moments of stress, [we might not be able to get all our work done](#) – and showing ourselves grace is important.
- **Our positions are unique and powerful.** We have been charged – by the very nature of our work within the Government – [to be part of the solution to the nation's problems](#). That realization can be empowering.

Check In With Yourself

How did the conversation feel in the moment?

As in everything we do, it is good practice to reflect on the effectiveness and impact of our work as a supervisor. Simply do a self assessment of your session and how you perceive its impacts on your team. Review these reflective questions to help you adjust and build skills for facilitating ongoing conversations.

If you answer “no” for any of these questions, please visit the [Common Learning Portal Facilitation resources](#) for help in gaining additional facilitation skills and techniques

Did all participants engage and share during the sessions?

Were participants actively listening to understand?

Were team members respectful to others?

When there were disagreements, did I facilitate for understanding?

If I felt defensive at any point, was I able to identify the trigger?

How do I feel about taking action moving forward?

Once you’ve reflected on these questions, what’s your next step as a leader?

What did I hear today that gives me pause or concern about the emotional or physical safety of my team?

What did I hear that requires me to tend to their safety or wellness?

What did I hear today that I need to just sit with?

Am I willing to step up and follow through with identified actions and future conversations?

Check In With Your Staff

Now

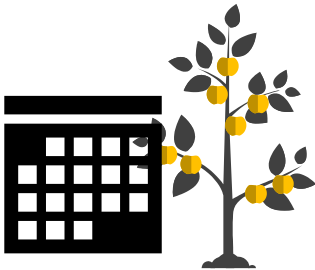


You can receive immediate feedback following your conversation by asking participants to respond to several questions that you have prepared in advance.

Use the Participant Reflection sheet on the next page to gather input, adding any additional questions that you would like.

Participants should be able to provide their responses in a way that allows them to be anonymous.

Over Time



A [pulse survey](#) is a fast and frequent survey system that you can use to measure your employee engagement and satisfaction.

It does not replace the annual Federal Employee Viewpoint Survey (FEVS) but supplements it with additional information. It is designed to be short and occur regularly throughout the year.

Pulse surveys offer leaders quick, actionable insights into the health of a park or program, hence the name 'pulse'.

Use [this survey](#) (or create your own) to do periodic checks on employee morale around safety and wellness.

Seeking feedback from employees is something you can do all the time to identify needs and consider employee perspectives when making decisions. Continually listening to employees and objectively considering others' ideas and opinions, even when they are in conflict with your own helps foster an inclusive workplace, where diversity and individual differences are valued